THE NEXT CHAPTER

Fresno County Public Library

STRATEGIC PLAN

JULY 2015 – JUNE 2018

FRESNO COUNTY PUBLIC

LIBRARY

Purpose

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. The purpose of strategic planning for the Fresno County Public Library (FCPL) is to set our overall goals for our business that will meet and achieve the Library's mission and vision. Strategic planning is our opportunity to step back from day-to-day operations and ask where our business is headed and what our priorities should be, and then developing the plan to achieve those goals. Routine strategic planning, in the case of FCPL, is a three year cycle which helps management, staff and stakeholders see opportunities earlier and set up contingency plans so threats are minimized.

Review Process

FCPL used the five strategic directions in its current plan as guideposts for all staff. All performance planning and review from the County Librarian to Library Aides, Maintenance Janitors and Business Office staff all contain these strategic directions. Activities, events, processes, etc., must fit within our directions. All initiatives were reviewed to determine its value to the organization. The review led to the need for a new strategic direction. Staff use the strategic directions as the umbrella within which their individual plans are created. This allows for a continual review of the plan through daily application.

When taking that step back to examine the plan, as it affects the larger community, FCPL started with a staff team of 50 employees from all classifications and various locations throughout the county library system. Three planning meetings were held to take an in-depth look at the plan:

1. A review of the key elements of the strategic plan to determine what is, and is not working for each.
2. A SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis.
3. Through the Priority Planning Café, FCPL leaders determined what the priorities for the organization should be for the next three years. These priorities will define all of the goals and objectives formulated under the organization's revised Strategic Directions.

Strategic Directions and Goals

1. Support Educational and Life-long Learning Opportunities.
Expand and strengthen the Library's role in supporting early literacy education to promote school readiness.
Contribute to educational achievement by supporting student learning.
Encourage and strengthen positive developmental growth of children and teens through programs and volunteer opportunities.
Enable self-directed learning by providing current and relevant materials, equipment and spaces.
Provide targeted programs and services for the adult community.

2. Foster Community Connections.
Provide positive customer experiences.
Anticipate and respond to the evolving needs and expectations of individuals and communities.
Build and strengthen partnerships and collaborations with other organizations.
Promote community involvement through volunteer opportunities.

3. Expand and Integrate Technology.

Provide opportunities to explore new technologies.
Provide access to current and evolving technology.
Plan and develop infrastructure to support technology.

4. Increase Public Awareness and Support.

Heighten public awareness of the Library's resources and services.
Develop marketing and communications plan.
Develop and sustain funding sources.
Strengthen relationships with Library support groups.

5. Improve Organizational Culture.

Create a culture of greater accountability, trust and appreciation.
Promote staff commitment to the Library's mission and shared values.
Provide continuing education opportunities to increase employee job satisfaction, confidence, performance and retention.
Facilitate broad staff involvement to maximize engagement.
Communicate effectively across job classifications and work locations to create a consistent platform of service.

6. Provide Welcoming and Safe Environments.

Foster equitable, inclusive and nondiscriminatory access to spaces, resources and services for different abilities.

Ensure that buildings protect the safety of customers and staff.

Design library spaces that continue to bridge the digital divide and are able to grow with and accommodate current and future technologies.

Provide customer-friendly spaces to meet the needs of the community.